

# Office Memorandum • UNITED STATES GOVERNMENT

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Deputy Director of Personnel☐ DECLASSIFIED

FROM : Director of Logistics

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Auth: 100-100000

SUBJECT: Agency Manpower Study

Date: 24 MAR 1978 By: 028

REF : Memorandum from Director of Communications and Deputy Director of Personnel dated 17 November 1955, subject: Agency Manpower Study

1. In compliance with the referenced memorandum, this Office has conducted a careful and detailed self-study of its operational and staff responsibilities. These are performed both in response to its approved mission and functions and planning responsibilities made mandatory by subsequent planning directive. Although this specific appraisal was conducted in accordance with the referenced memorandum, this Office, dictated by the necessity of operating under a restrictive personnel ceiling, conducts an aggressive and continuing performance analysis in order to effectively and economically utilize available manpower in performance of essential functions.

2. Since the initial approval of the organization, functions, and staffing pattern of the (then) Logistics Office on 23 March 1953, a critical and objective review, initiated at our request, was conducted by the Management Staff. This study, approved on 23 July 1954, refined the basic organization and established a Table of Organization reflecting actual workload. Our endeavor to maintain a total structure, in balance with changing emphasis in workload and functional responsibilities, is best evidenced by numerous studies submitted to the Management Staff, all of which are the reflections of the Office's response to meet changing conditions with an organization designed to carry out effectively its responsibilities.

3. Concurrent with the last complete management review, which brought the Table of Organization and personnel ceiling into balance, a classification survey, conducted by the Office of Personnel, established an approved grade structure. In addition, a review conducted by the office of the Inspector General confirmed the need for the existing personnel ceiling and Table of Organization structure. As a result of these reviews the Office of Logistics pioneered in becoming the only major component of the Agency which

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possessed a Table of Organization in even balance with authorized personnel ceiling. However, because of time-lags involved in assigning personnel to the Office Table of Organization, combined with a loss of personnel generated by a need to transfer SL Career Designees to other components of the Agency in compliance with Regulation No. 20-560, the Office of Logistics found itself with a chronic "vacancy-gap" (i.e., difference between on-duty strength and authorized personnel strength) ranging from approximately 55 to 65 positions. Thus, the reduction in personnel ceiling imposed on 31 July 1955, based upon on-duty strength, resulted in an unrealistic reduction of the authorized personnel ceiling. The facts stated above are presented to emphasize that functions currently assigned are the product of recent and comprehensive management reviews based upon the essentiality of functions, soundness of organizational and grade structure, and minimum manpower required.

The following specific functions are singled out and identified with the component performing them. These are presented in compliance with paragraph 100 of referenced memorandum, to be eliminated or curtailed as indicated. The service functions listed are performed for the entire Agency and this Office neither generates nor controls the degree of workload imposed upon them. A total of [REDACTED] positions, representing a ten percent reduction, is distributed as follows:

a. Supply Division

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(1) Furniture Repair Shop [REDACTED] positions) - Elimination of work performed of repairing furniture and miscellaneous office equipment is possible if the work is transferred to the General Services Administration. The measurement, cutting and installation of rugs can be performed by commercial contractors. Such action would increase the cost of these services to the Agency and would mean a loss of control over the functions, with a resultant less than satisfactory service.

(2) Typewriter Repair Shop [REDACTED] positions) - This function could be performed by commercial contractors. A recent study discloses that labor costs now average approximately \$11.00 per typewriter overhauled. A commercial contract for this work will average \$25.00 per typewriter. In addition, typewriters of foreign manufacture and sterile machines are overhauled. Repair of such items by commercial contractors will present security complications and the quality of work performed by them has been observed to be inferior to work done in the Agency shop.

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(3) Ordnance Repair and Rehabilitation Shop [REDACTED] positions) - Elimination of this function is possible if arrangements can be made to work on these sensitive items with the Department of Defense or with commercial contractors. If such arrangements were made, it would be virtually impossible to satisfy urgent requirements. 25X9A2

(4) Building Supply Service [REDACTED] positions) - This function could be eliminated by making major components under each of the Deputy Directors responsible for requisitioning expendable and nonexpendable administrative equipment and supplies directly from the Washington Depot. In addition to the inconvenience of such a procedure, the inevitable result would be the establishment of small supply units in each organization, with personnel assigned to operate them. This would be necessary in order to requisition, receive and distribute supplies, and would also result in the assignment of these functions to personnel in every major component. 25X9A2

b. Administrative Staff 25X9A2

Mail and Courier Branch [REDACTED] positions) - In addition to the regular mail service rendered by this element and its regular courier runs, it is constantly called upon to supply couriers for service on a one-time basis for runs throughout the metropolitan area. It would be wholly impractical to eliminate either the mail or the courier function, but, if necessary, both could be curtailed by rendering less frequent pickup and delivery service and the refusal of numerous special requests. The need for the current structure and number of personnel assigned to these similar functions has been well established by an exhaustive and well-documented study dated 23 December 1954 which was approved and implemented. In order to fully utilize manpower, schedules are constantly reviewed and adjusted to render maximum service.

c. Printing Services Division

As this Division services programs by the performance of a number of functions, any reduction must be identified by program.

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[REDACTED]

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and could be performed outside the Agency. In order to meet the deadline requirement, the job is largely performed on a record shift and the elimination of the work from the Division would result in loss of essential control and possible inability to meet deadlines.

(2) Elimination of an additional [redacted] positions representing 10% of present strength exclusive of those identified above would result in a general slowdown in across the board servicing.

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d. Transportation Division [redacted] positions)

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(1) Curtailment of bus service by eliminating [redacted] positions could be accomplished with the result that busses servicing existing routes could be rescheduled for 45-minute runs instead of the present twelve and fifteen minute schedules. For reasons of security it is not believed feasible to transfer the function to another Government agency or to contract for it.

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(2) Curtailment of Motor Pool service by [redacted] positions could be accomplished by a reduction in chauffeur and dispatcher personnel. Presently, an average of 7.9% of all requests received are either delayed or cancelled due to nonavailability of chauffeurs or equipment. Even by limiting personnel who may request transportation, the number of refusals and delays would be expected to rise materially.

5. Attached as Tabs A through G are the functions performed by major elements, listed as nearly as possible in descending order of importance. Following is a discussion of each component's functions:

a. Supply Division. As can be seen from the attached functions, the operation of the headquarters' and overseas' supply system is closely integrated and none of the enumerated functions can be eliminated without impairing the operation of the entire system. Elimination of any of them would result in inability to maintain essential records and exercise necessary controls over Agency property.

b. Planning Staff. The functions of this Staff are mutually interdependent and the elimination of any one would result in an inability to perform the complete planning cycle. Extensive responsibilities have been placed on this Office and are being

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carried on by the Planning Staff in planning and programming for current operations and cold war emergencies; at the same time, a high-level mandate has placed a priority on war planning and hot war preparation actions. Serious deficiencies would occur to attempt to cover such a broad scope of planning with any reduction in personnel.

c. Procurement Division. A considerable amount of the manpower of this Division is devoted to procurement by contract which is within itself a complete cycle. No one function or sub-function in the negotiation, administration, inspection, or settlement of a contract is capable of being eliminated. No element concerned with purchasing by other means could be eliminated without jeopardizing the ability to render an integrated service.

d. Real Estate and Construction Division. The functions stated represent a minimum listing of those necessary to conduct an integrated program. In addition to the normal workload of the Division, it has been called upon to render considerable support to the Building Planning Staff, both in terms of technical assistance by Division members as well as actually detailing personnel to the Staff on a full-time basis.

e. Printing Services Division. As stated in the preceding paragraph, this Division services Agency-wide programs in the performance of all aspects of printing service. Any reduction in personnel could be expected to curtail service to such programs as Office of Operations Reports, Foreign Intelligence Reports, and Graphic Registry prints.

f. Administrative Staff. The functions performed are considered to be the minimum necessary to support an Office of the size and complexity of Logistics. Mostly, they are in the nature of implementation of Agency policies and programs, e.g., Career Service, Records Management and Training programs. Many of the service functions, if not performed centrally within the Office, must be absorbed by already overburdened operating personnel.

g. Transportation Division. The functions of this Division show a specialized concentration on the movement of "people" and "things" to the field. A reduction of manpower would produce backlogs and a resultant failure to meet delivery schedules.

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6. In answer to paragraph 1.b. of the referenced memorandum, no other organizational units are known to be performing the functions assigned to and being performed by this Office. At present, certain unclassified printing is now being prepared by the Government Printing Office. Although that Office has the facilities capable of performing other Agency work, this has not been considered feasible due to the extreme sensitivity and classified nature of the majority of the Agency's printing requirements. The personnel of the Real Estate and Construction Division function primarily as technical consultants and specialists on work accomplished by other government agencies, and it would not be feasible to transfer any part of this group. A program of decentralized procurement could be carried on by other elements but would require qualified personnel far in excess of those needed for centralized procurement. This would not be considered desirable as the established mechanisms could only be effective with central control. Such other functions which could be transferred and now conducted by the Supply Division are discussed in paragraphs 5.a., b., and c.

7. In reference to the question asked in paragraph 1.c., it must be again assumed that the Table of Organization expressed the staffing pattern necessary to accomplish workload at the time it was established. The current personnel ceiling is now [REDACTED] positions less than the Table of Organization and restoration of this increment constitutes, in part, the need for additional manpower. In addition to the above, the following staff papers indicate a need for additional personnel and are based upon a workload appraisals made subsequent to the establishment of the basic Table of Organization.

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a. Request to Chief, Management Staff, dated 14 June 1955, requesting an increase in seven positions needed to meet extensive planning responsibilities. Additional memoranda submitted at a later date to the Chief, Management Staff and the Deputy Director (Support) restated these needs in terms of increased emphasis in planning responsibilities.

b. Study conducted by the Management Staff dated 15 November 1955 recommending an increase of [REDACTED] positions in the Procurement Division. This study recognizes a critical need for augmenting the staff in the areas of contract negotiation, administration, inspection, and settlement.

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c. Two additional studies have been conducted internally and show an urgent need for one additional clerical position in Real Estate and Construction Division and the need for a Logistics Officer to act as Recorder for the Headquarters Board of Survey.

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d. In order to meet the responsibility of conducting a continuing ordnance surveillance program of an inventory of approximately [REDACTED] additional personnel are needed within the Supply Division. These personnel are needed for a program to prevent loss through deterioration of ordnance in storage and is mentioned in a memorandum from this Office to the Deputy Director (Support) dated 9 August 1955. The same review was conducted of the workload and functions of all other elements and the determination made that commitments could be met with the increase in staff which could be made possible by the restoration of the previous personnel ceiling. A desirable task which has been deferred due to lack of manpower is the periodic inspection of overseas installations in order to more fully meet the Office's staff responsibility to these stations. Other deferred tasks are the establishment of more exacting work standards, support in the Agency's motion picture program, increased stock surveillance, and increased emphasis in training.

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e. In addition to the effect of a reduction upon operations conducted at headquarters, any reduction in authorization would create serious problems in so far as the staffing of SL designated positions in the DD/P overseas areas is concerned. To date, this Office has identified [REDACTED] SL designated field positions in DD/P. Of this number, [REDACTED] positions are encumbered by SL designees. The grade level of these positions ranges on the average from GS-7 through GS-15. The greatest frequency in this grade range is established at the GS-7, GS-9, GS-11, and GS-12 levels. A review of our current Table of Organization indicates that we have [REDACTED] SL positions in a rotatable category. Statistically, this means that the Office of Logistics, assuming that all employees in the rotatable category are identically qualified, has [REDACTED] employees in the ZI for every position we are obligated to encumber overseas. From this review, it can be seen that any reduction would seriously hamper the ability to adequately fulfill the obligation to supply qualified personnel to the field. In summary, it is believed that the recitation of the foregoing facts clearly indicates the status of current manpower utilization, what has been accomplished to effectively utilize available manpower, and what the requirements are needed to meet the responsibilities and commitments of this Office. 25X1A9a

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[REDACTED]  
JAMES A. GARRISON

Attachments:

Tabs A through G as stated above.